



Virginia Information Technologies Agency



Commonwealth Project Management using the Commonwealth Technology Portfolio (CTP)

Pat Reynolds

Project Management Division



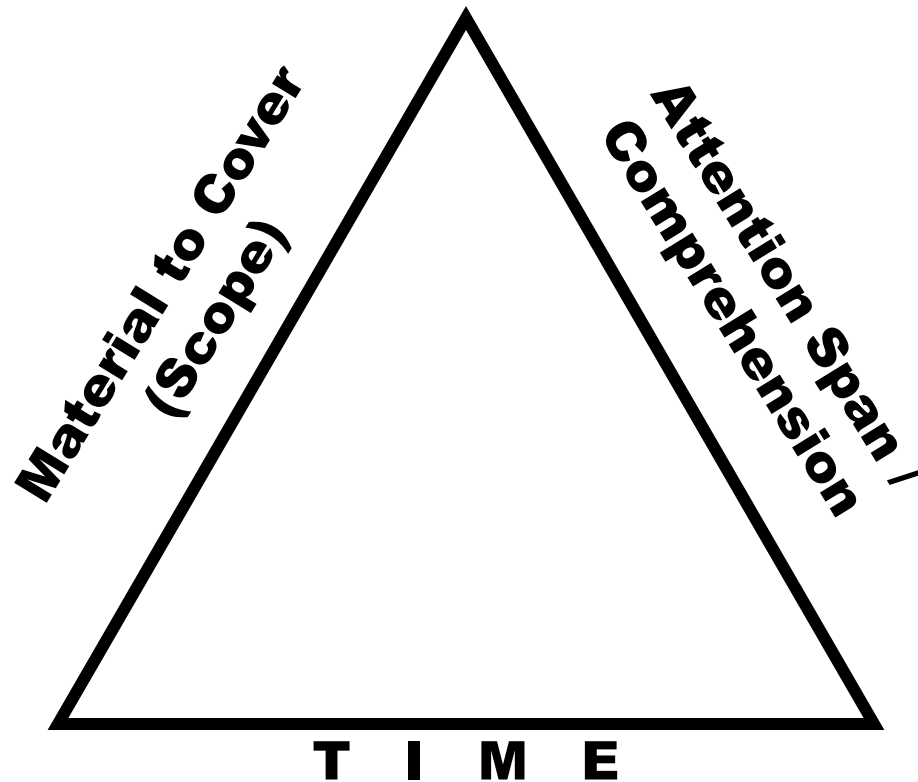


Welcome and Introduction

- Welcome!
- Pat Reynolds, PMD
 - I know what you are going through!
 - Believe it or not, PMD wants your project to be successful.
 - “IT is a **means** not an **end**.”
 - “IT Project Management is a **means** not an **end**.”
- Why we are here: What you need to know and do regarding IT project management in the Commonwealth using CTP.



Triple Constraints *du jour*





Overview: Today we will...

- Demonstrate the PM processes and forms within CTP
 - From start to finish (from a **Project Manager's perspective**)
- Demonstrate activities to prepare you to manage your project documentation:
 - Find your project
 - Enter minimum amount of data into key fields
 - Create your project status report
 - Upload key project documents



Overview: Today we will **NOT**...

- Teach Project Management
 - Outside of scope of today's presentation
- Teach the Commonwealth Project Management Methodology
 - This is taught quarterly (Mandatory Training)
 - You have already attended the CPM lecture (day-long)
- Explain the definition of each field in CTP
 - Time constraints
 - Plus, there is built-in help available for each field in every form
- Demonstrate **every capability** of CTP
 - Rather, you will learn just enough to do your job in CTP



Class Objectives: Project Manager Processes using CTP

- At the end of this training session, the PM will be:
 - Familiar with:
 - Orientation of PM processes in the ITIM lifecycle
 - CTP orientation and navigation through the “Processes” navigation pane
 - The integration of the CTP tool, and the advantages of integration
 - Will be able to:
 - Find the assigned active project in CTP
 - Review a minimum number of key fields in preparation for the first cycle of Status Reports
 - Upload a minimum number of key documents for your project
 - Will understand:
 - How to submit project metrics into CTP
 - Understand the change control process in CTP



Commonwealth Technology Portfolio

- A repository for agency IT investments in the Commonwealth of Virginia.
- The Portfolio organizes agency inventory information from a business-driven perspective.
- Information from the system will be used to:
 - Support both Commonwealth and agency IT strategic planning
 - Capture a current ("As Is") view of the Commonwealth IT architecture
 - Facilitate migration planning towards a conceptual ("To Be") Commonwealth IT architecture
 - Allow agencies to share information about their current portfolios
 - Better inform the overall Commonwealth IT management process.



Commonwealth Project Management Standard

- Applies to all proposed projects that have an estimated cost of \$250,000 (Commonwealth-level Projects)
- Implements the Commonwealth Project Governance Assessment (CPGA)
 - “Just Right” governance based on risk & complexity
 - Establishes Project Categories based on the CPGA
- Defines the process for approval, governance, and oversight of Commonwealth-level projects
- Defines the requirements for documentation of projects as they progress through their lifecycle



Commonwealth Project Governance Assessment

- Series of four Questionnaires
- Developed by PMD in cooperation with the ITIM Customer Council and Virginia Commonwealth University
- Assesses Risk and Complexity facing a particular project at four key points in the project's lifecycle:
 - Investment Business Case Approval (formerly known as Planning Approval)
 - Project Initiation Approval (formerly known as Development Approval)
 - Completion of the Draft Detailed Plan
 - At the request of the Secretariat Oversight Committee or CIO during review of a Change Control Request >10%



Commonwealth Project Governance Assessment

Risk:

An uncertain event or condition that, if it occurs, could have a positive or negative effect on a project's objectives.

Complexity:

The technological and management characteristics of the proposed project and the potential impacts, both positive and negative, that these characteristics could have on the project's risks.



Commonwealth Project Governance Assessment

Methodology:

- Project Sponsor/Manager Completes Draft Documentation
- Project Sponsor/Manager and Project Management Specialist review draft documents using the appropriate CPGA Questionnaire
- Establish Risk and Complexity levels based on CPGA scoring
- Establish Project Category based on Risk and Complexity levels



Project Categories: 1 – 4

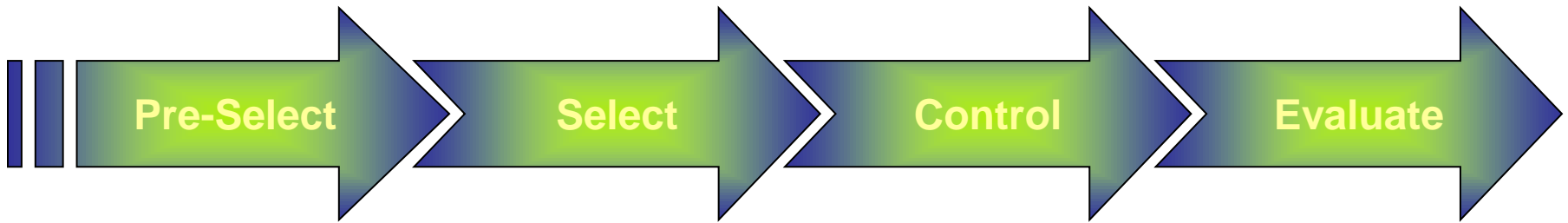
Risk	High			Medium			Low		
Complexity	High	Medium	Low	High	Medium	Low	High	Medium	Low
Category	1	2			3			4	



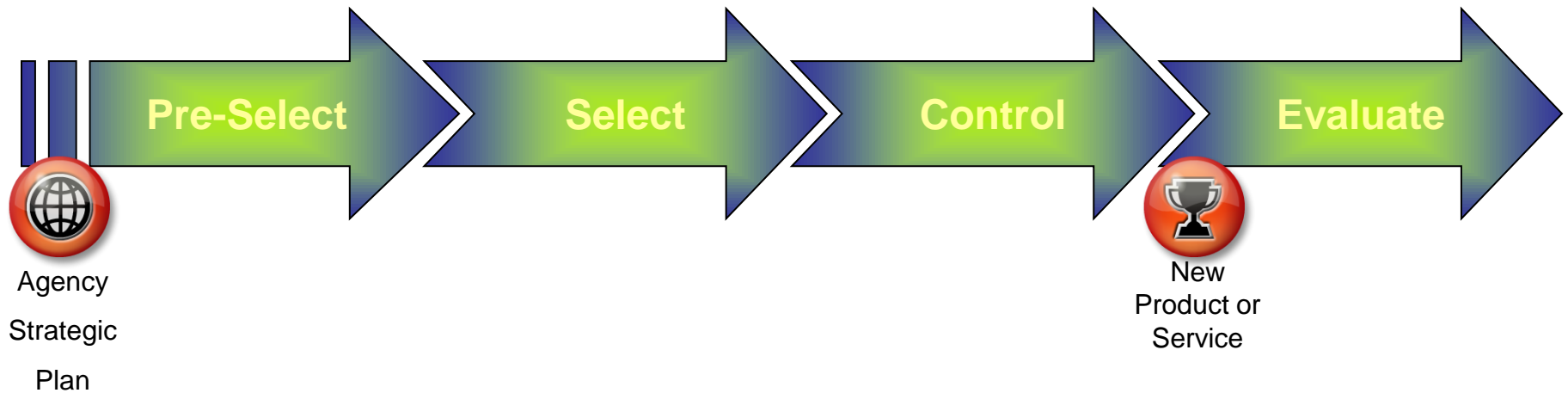
Project Categories

- Refer to Project Risk/Complexity Category for:
 - Documentation requirements
 - Approval levels
 - IV&V requirements
 - Status reporting requirements
 - Oversight committee requirements
 - Scope, schedule, budget accuracy thresholds

ITIM Lifecycle



ITIM Lifecycle



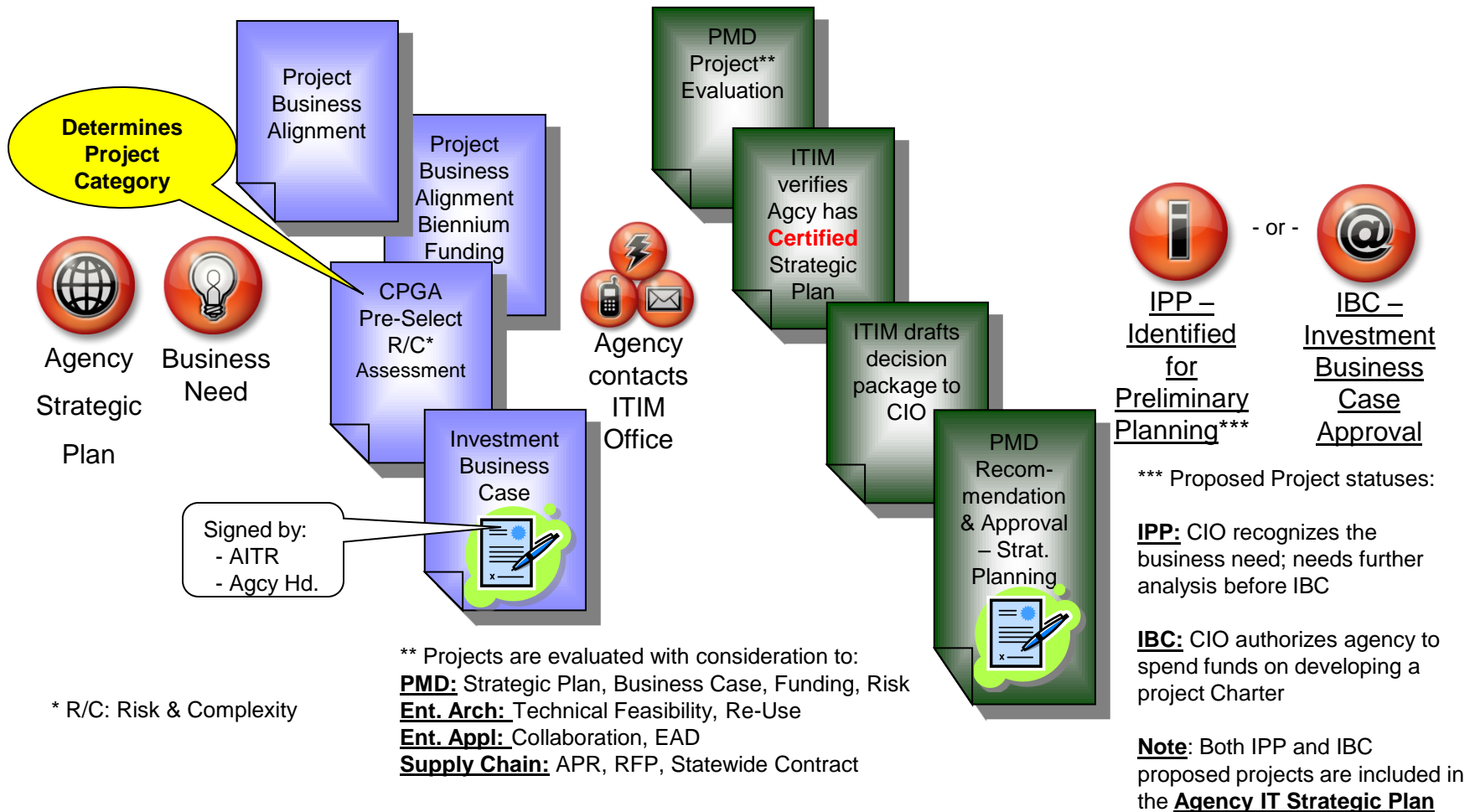


Pre-Select & Select Phase Summary

- Takes the project from...
 - An idea to...
 - “Identified for Preliminary Planning” – or –
 - “Investment Business Case Approval”
- **Required documentation** is the **same** for all Commonwealth-level projects
- Phase Deliverable:
 - CIO-Approved Investment Business Case
 - Supported by Project Business Alignment, Funding Analysis, and Pre-Select Risk/Complexity Assessment

Pre-Select & Select

NOTE: As part of the RTIP cycle, projects approved in the RTIP report = IPP or IBC approval.





Pre-Select & Select: Differences by Project Category

Category >>>>	1	2	3	4
Project Business Alignment	Required	Required	Required	Required
Project Business Alignment Biennium Funding	Required	Required	Required	Required
CPGA Pre-Select R/C Assessment	Required	Required	Required	Required
Investment Business Case	Required	Required	Required	Required
<i>Investment Business Case Approval Level</i>	AITR > AgcyHd > PMD > CIO	AITR > AgcyHd > PMD > CIO	AITR > AgcyHd > PMD > CIO	AITR > AgcyHd > PMD > CIO
PMD Project Evaluation	Required	Required	Required	Required
<i>PMD Project Evaluation Passing Score</i>	70	70	60	49
PMD Recommendation & Approval – Strategic Planning	Required	Required	Required	Required



Focus On:

Pre-Select Risk/Complexity Assessment

- Completed prior to submitting Investment Business Case for CIO approval
- Establishes initial Risk/Complexity Project Category
- 15 **Risk** questions, 16 **Complexity** questions
- Questions regarding:
 - Costs, funding, stakeholder support
 - Strategic goals and objectives
 - Agency history with IT projects
 - External mandates, constraints
 - Organization structure
 - Business process reengineering



Pre-Select & Select documents:

Project Business Alignment and Investment Business Case

...prompts the agency to consider the following aspects of the proposed investment:

- Alignment to agency Strategic Plan
- Business problem, desired outcomes
- Funding requirements, funding sources
- Alignment with the Commonwealth Strategic Plan for Information Technology, Governor's IT Improvement Initiatives
- Identify business owner, project sponsor, etc.

ProSight Portfolios - Forms: Investment Business Case

Reynolds, Pat

INVESTOR

SCORECARD

WORKBOOK

FORMS

DASHBOARDS

TO-DO

Setup | Forum

Form: Investment Business Case

Item: Automated Routing Solution – Hauling Permits

Form

Item

Collaborate

View

User

Setup

Help

Submit

Reset

abc Spelling

QUESTIONS 1 - 4

QUESTIONS 5 - 8

QUESTION 9

QUESTIONS 10 - 12

QUESTIONS 13 - 16

QUESTIONS 17 - 18

QUESTION 19

17

17. Will Tangible Benefits result from the project?

Yes

★

(Tangible Benefits - Are benefits that can be measured and quantified. Tangible benefits include savings that result from improved performance and efficiency.)

If "Yes", what type of tangible benefits do you expect?

Cost Savings:

Yes

★

Cost Avoidance:

Yes

★

Additional Revenue:

Yes

★

Other:

If "Cost Savings", enter amount:

300,000.00

18

18. Will Intangible Benefits result from the project?

Yes

(Intangible Benefits – Are benefits that are difficult to measure and quantify. Intangible benefits include such things as: customer retention, employee retention, improved customer service.)

If "Yes", what type of Intangible benefits do you expect?

Service:

Yes

Improve Efficiency:

Yes

Other:

If "Service", select one:

Extend or Modify an Existing Service



Project Approval – terms to know

- Identified for Preliminary Planning (IPP)
 - projects which address an agency business need, but which require further review by the CIO before authorizing the expenditure of additional planning funds
- Investment Business Case Approval (IBC Approval)
 - approval granted by the CIO to proceed with project planning to further develop a project charter
- Project Planning
 - initial analyses of business needs and potentially useful technologies required; development of a detailed business case, including scope definition and sound financial and cost basis analysis
- Project Initiation Approval (PIA)
 - approval by the CIO to proceed with Detailed Project Planning, project Execution & Control, Closeout, and asset operation and management
- Detailed Project Planning
 - activities required to complete a detailed project plan for project execution & control as specified in the Commonwealth Project Management Standard



Commonwealth Technology Portfolio

Key

>>



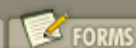
INVESTOR



SCORECARD



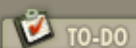
WORKBOOK



FORMS



DASHBOARDS



TO-DO

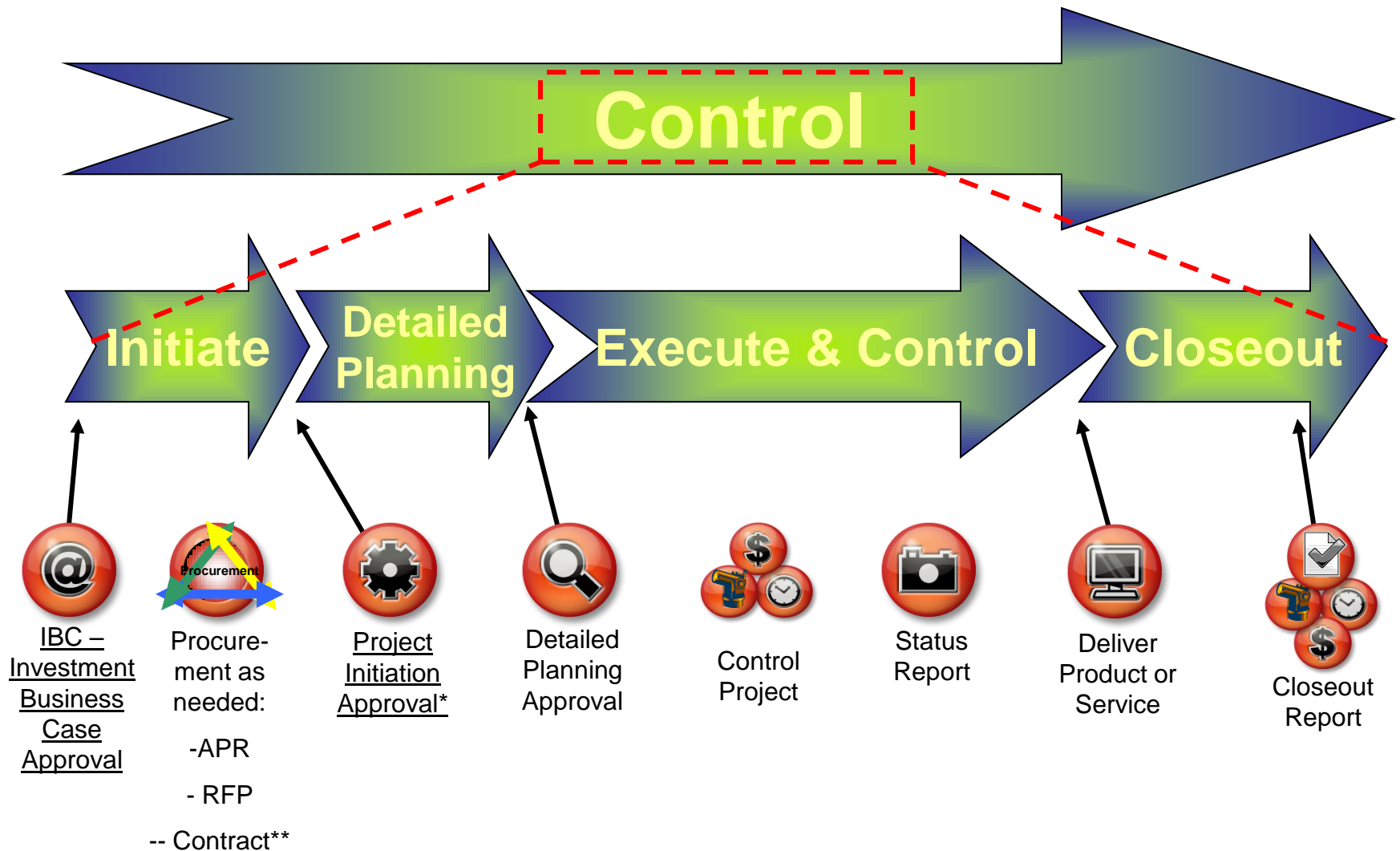
Setup

Scorecard: Set Investment Approval Status

Portfolio: 501 VDOT Projects

Scorecard | Portfolio | Clipboard | Collaborate | View | User | Setup | Help

Items		Investment Status	Secretariat	Agency
501 VDOT Projects				
24	● Electronic Toll Customer Service and Violation Enforce...	Completed	186 Secretary of Transportation	501 Department of Transport...
25	● Eminent Domain Appraisal Software (COTS)	Cancelled	186 Secretary of Transportation	501 Department of Transport...
26	● Environmental Spatial Data Management	Completed	186 Secretary of Transportation	501 Department of Transport...
27	● Expand BI Services	Identified for Preliminary Plan...	186 Secretary of Transportation	501 Department of Transport...
28	● Expand Microsoft Sharepoint Services	Identified for Preliminary Plan...	186 Secretary of Transportation	501 Department of Transport...
29	● EZ Pass Reciprocity	Completed	186 Secretary of Transportation	501 Department of Transport...
30	● FEMIS: Fleet Equipment Management Information Syst...	Completed	186 Secretary of Transportation	501 Department of Transport...
31	● Financial Management System (FMS II) Upgrade	Completed	186 Secretary of Transportation	501 Department of Transport...
32	● FMS II Phase II Execution	Cancelled	186 Secretary of Transportation	501 Department of Transport...
33	● GEOPAK Software for Civil Engineers	Completed	186 Secretary of Transportation	501 Department of Transport...
34	● Geotechnical Database Management System (GDBMS) ...	Identified for Preliminary Plan...	186 Secretary of Transportation	501 Department of Transport...
35	● GIS Centerline Management	Reclassification	186 Secretary of Transportation	501 Department of Transport...
36	● GIS Integrator 2.0	Project Initiation Approval	186 Secretary of Transportation	501 Department of Transport...
37	● Hampton Roads Smart Traffic	Reclassification	186 Secretary of Transportation	501 Department of Transport...
38	● Highway Performance Monitoring System (HPMS)	Project Initiation Approval	186 Secretary of Transportation	501 Department of Transport...
39	● HSIP Web Application Management System	Un-Assigned	—	—
40	● I-81 Systems Integrator	Reclassification	186 Secretary of Transportation	501 Department of Transport...
41	● IBM FileNet Email Manager - Knowledge Management	Un-Assigned	—	—
42	● Identity Management Initiative	Terminated	186 Secretary of Transportation	501 Department of Transport...
43	● IMS Interface with Cardinal FMS	Identified for Preliminary Plan...	186 Secretary of Transportation	501 Department of Transport...
44	● Infrastructure Maintenance Management System	Reclassification	186 Secretary of Transportation	501 Department of Transport...
45	● Integrated Project Management 2.0	Cancelled	186 Secretary of Transportation	501 Department of Transport...



**NOTE: Contract may only be signed AFTER Project Initiation Approval.

*NOTE: Projects are designated "active" upon Project Initiation Approval.

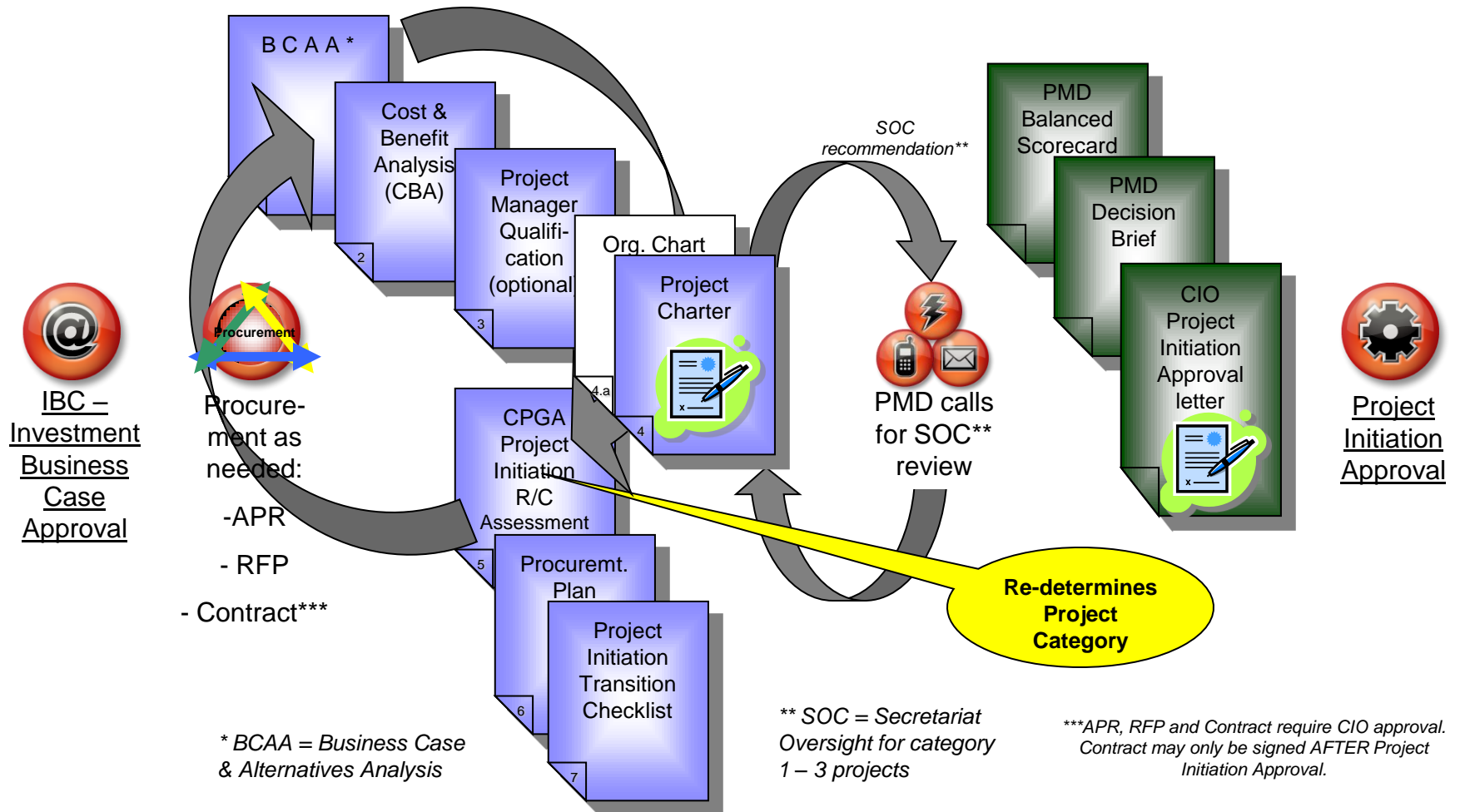


Initiation Phase Summary

- Takes the project from...
 - “Investment Business Case Approval” to...
 - “Project Initiation Approval”
- **Required documentation** is specified in the CPGA Category Comparison table
- Phase Deliverable:
 - CIO-Approved Project Charter
 - Supported by Business Case & Alternatives Analysis, Project Initiation Risk/Complexity Assessment, and Cost Benefit Analysis

Control: Initiate

NOTE: Project Risk/Complexity Assessment determines documentation and approval level requirements.



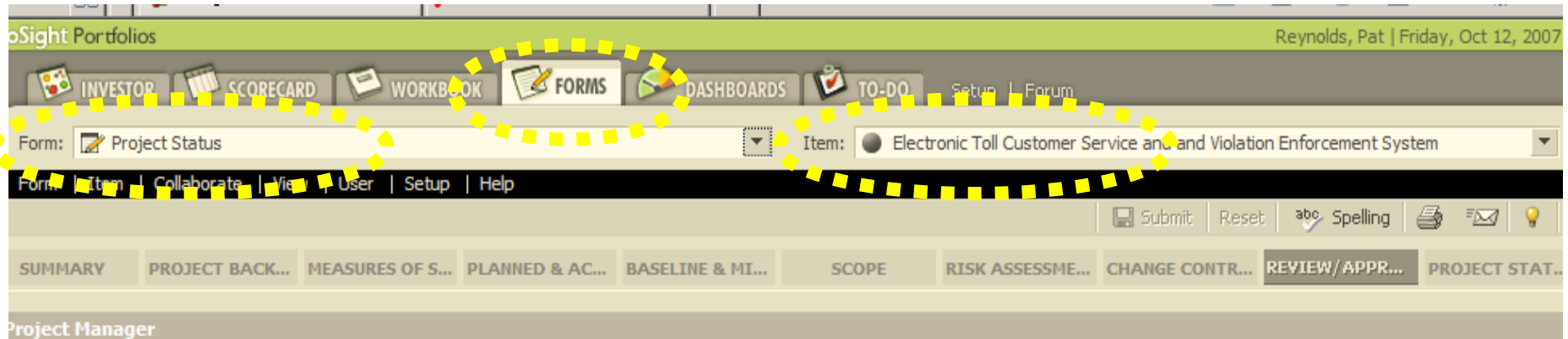


Initiation Phase

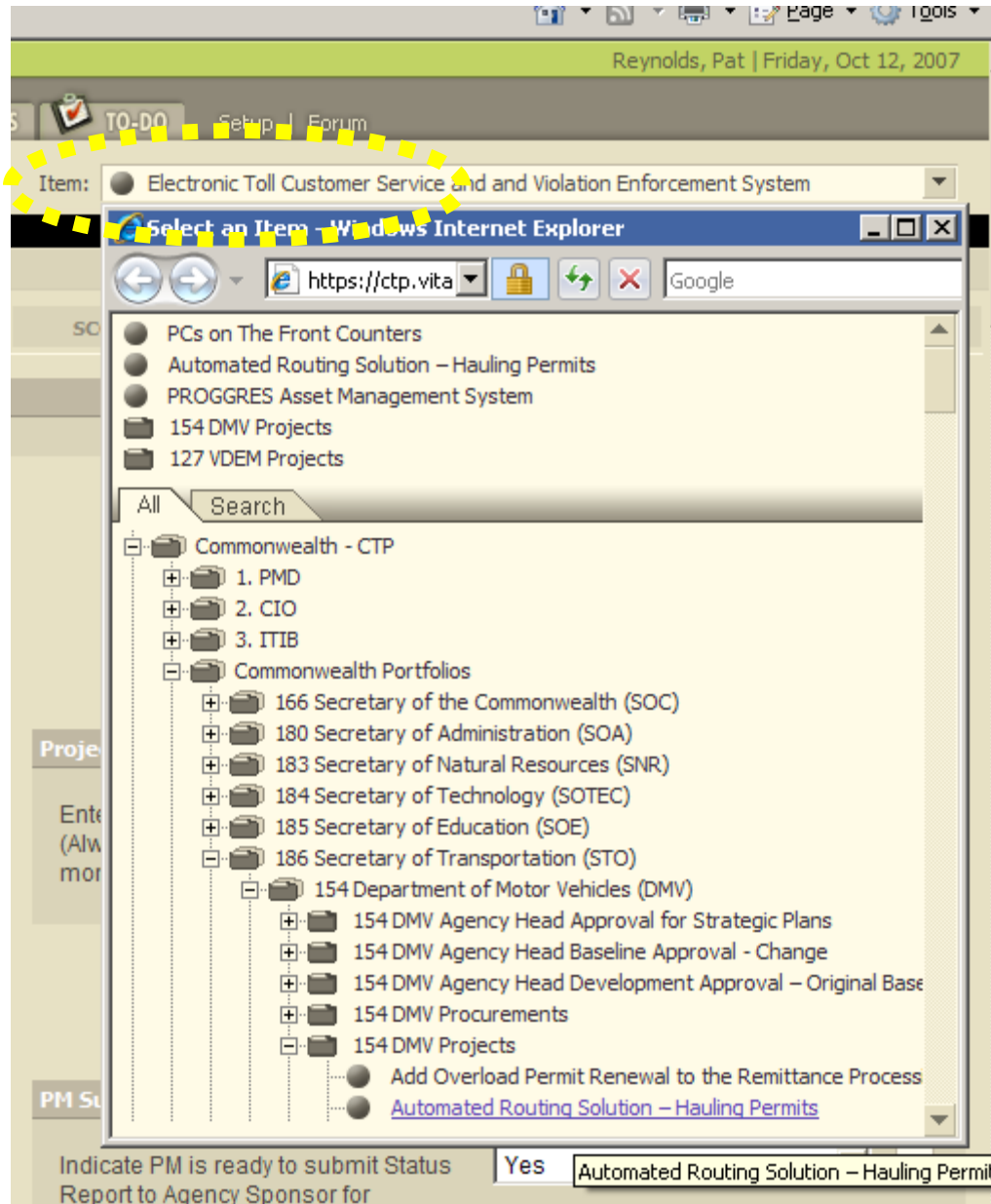
- Processes >
 - ITIM Processes >
 - Role-Based Processes >
 - Project Manager Processes:
 - » 1.1. Initiate, Update and Submit – Project Initiation Approval
- Now, just read the “Processes” guide and follow the steps in order!
 - Remember the LIGHTBULB: “Knowledge Base” to give you topical help and form guidance.

Get your bearings in CTP:

- On “Forms” tab
- Pay attention to “Item”
- Pay attention to “Form”
- CTP will open to the last Project (Item) and Form you were in
- Pay attention to “Item” and “Form” especially after using Scorecards.



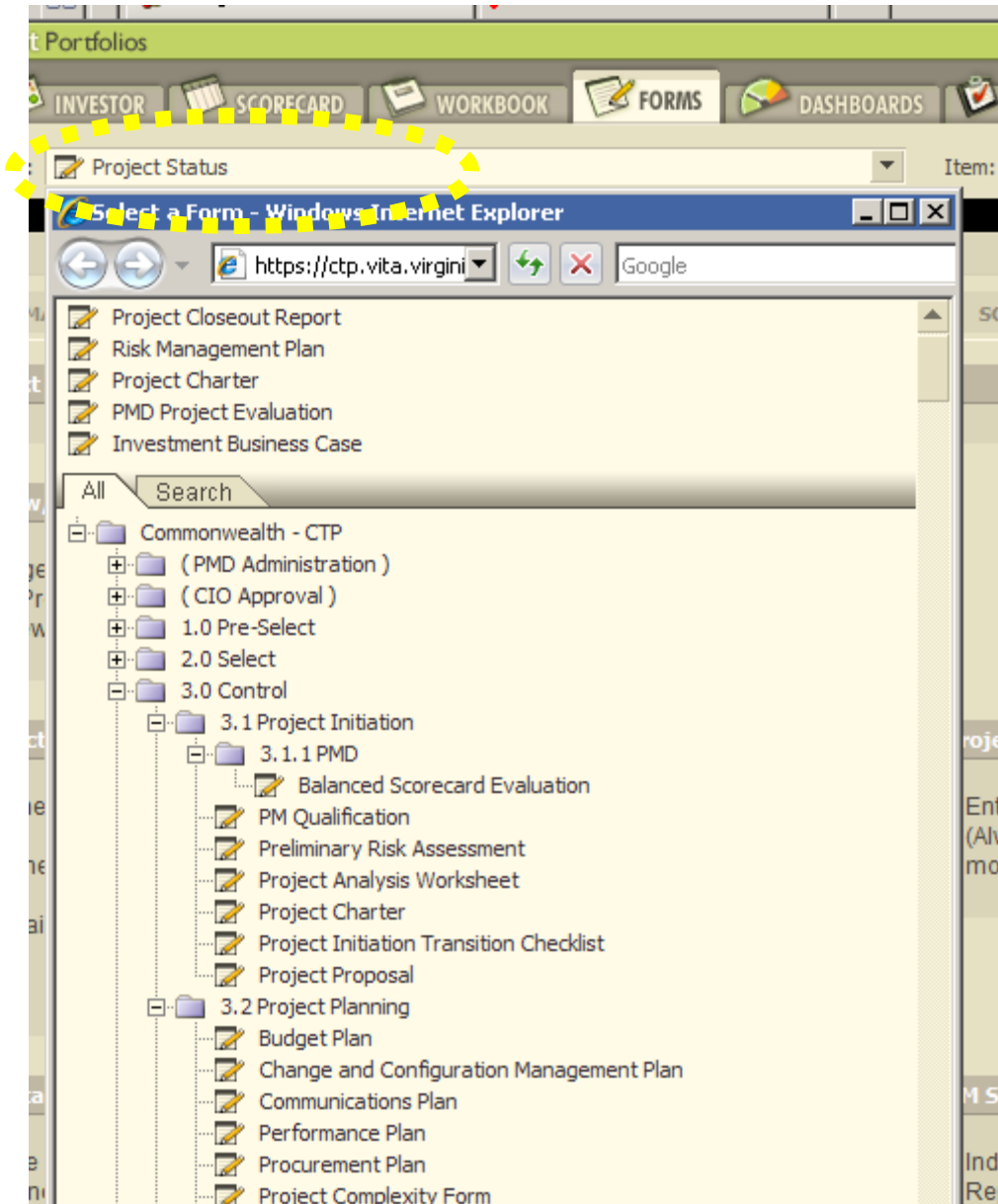
CTP “Item”



- On “Forms” tab
- Remembers last five projects / portfolios
- Follow path to find your project:
- Commonwealth-CTP >>> Commonwealth Portfolios >>> Secretariat >>> Agency >>> Agency Projects >>> your project

CTP

“Form” shortcut



- On “Forms” tab
- Remembers last five forms
- Follow path to find your form:
- Commonwealth-CTP >>> Project Phase >>> Project Activity >>> Form

ProSight Portfolios

MY PORTFOLIOS

2.1. Initiate, Update and Su...

Sub-Process 2.1 Initiate, Update and Submit - Detailed Project Plan
Project Managers are responsible to complete and submit the Detailed Project Plan and other supplemental plans.

Step 1: Complete the Project Complexity Form
The Project Complexity Form determines, based on project complexity, which project management documents are required to be completed.

"Required Forms" identified below, are mandatory for a project plan, regardless of project complexity.

[Project Complexity Form - \(Required Form\)](#)
Click on the above link to access the form

Step 2: Complete Detailed Project Plan:
Forms below are listed in the recommended sequence. Generally, each form builds upon the previous form. The forms together comprise the Detailed Project Plan.

Example: Resource Plan will help complete the Project Schedule, and Resource Plan and Project Schedule are required to complete the Budget plan.

[Project Scope and Business Objective Worksheet](#)

Upload - Work Breakdown

Form: Project Plan

Form | Item | Collaborate | View | Use

GENERAL INFORM... **CONTACTS**

*Title: Automated Rou

Working Title: Automated Rou

Proponent Secretary: 186 Secretary c

Proponent Agency: 154 Departmen

Prepared By: Mann, Regina

Date Finalized: 5/14/2007

Control Number: 10812

Submit Reset

CTP

"Processes"

- Click on Double Arrows
- Navigation pane
- Role-specific
- Contains narrative explaining each step, in sequence
- Click on embedded links for each new form
- Links to pertinent reference resources



Initiation: Differences by Project Category

Category > > > >	1	2	3	4
Business Case & Alternatives Analysis (BCAA)	Required	Required	Required	Required
Cost/ Benefit Analysis	Required	Required	Required	Summarize in BCAA & Charter
Project Manager Qualification Form	Optional	Optional	Optional	Optional
<i>Project Manager Qualification</i>	Major IT Projects	Major IT Projects	Major IT Projects	Non-major IT Projects
<i>Full-time Project Manager?</i>	Shall, or by exception	Shall, or by exception	Shall, or by exception	Full-time not required
Procurement Plan	As Needed	As Needed	As Needed	As Needed



Initiation: Differences by Project Category (Cont'd.)

Category > > >	1	2	3	4
CPGA Project Initiation Approval Risk / Complexity Assessment	Required	Required	Required	Required
Charter, with Project Org. Chart	Required	Required	Required	Required
<i>Internal Agency Oversight Committee (IAOC)?</i>	Required, with PMD	Required, with PMD	Required, with PMD	None; Agcy PM Team only
Balanced Scorecard	Required; Delphi	Required; Delphi	Required; Delphi	No; use Transition Checklist
Project Initiation Transition Checklist	Optional	Optional	Optional	Required
<i>Project Initiation Approval Level</i>	Sponsor > AgcyHd > SOC > PMD > CIO > SoTech	Sponsor > AgcyHd > SOC > PMD > CIO	Sponsor > AgcyHd > SOC > PMD > CIO	Sponsor > AgcyHd



Focus On:

Business Case & Alternatives Analysis (BCAA)

- Mandatory
- Describe the Business Problem/Opportunity
- Project Scope, Objectives, Constraints, Business Alignment
- Describe 3 different solution alternatives:
 - Solution description, Project description, Intangible benefits
 - Business Process Impact, Technical Feasibility, Maturity of Solution
 - Estimate Resources: Funding, Project Team, Facilities, Equipment, etc.
 - Constraints, CBA summary, ROI analysis
- Solution comparison:
 - Decision Criteria and scores, CBA Comparison
 - Chosen solution and Justification
- Project Sponsor Approval



Focus On:

Cost-Benefit Analysis (CBA)

- Replaces, enhances unwieldy Excel macro spreadsheet upload
- Mandatory for Category 1 – 3; Cat. 4: summarize in charter
- CBA detailed handbook available
- Current Operational Expenditures
 - Internal Staff Labor (# of people)
 - Expenditures: Staff costs, Services, Software, Facilities, etc.
- Solution 0 (As-Is): Impact of maintaining the current business process & technology to meet the new problem/opportunity.
 - “Do nothing”; no technology/system solution
 - Ongoing People, Other costs
 - Tangible benefits and Revenue (auto-calculated)



Focus On:

Cost-Benefit Analysis (Cont'd.)

- Solutions 1 - 3: Impact of conducting various alternative solutions to meet the new problem/opportunity.
 - Project Costs
 - Ongoing People, Other costs
 - Tangible benefits and Total Revenue
- Summary & Comparison
 - Cost & Benefit figures, calculations automatically feeds into the Business Case & Alternatives Analysis (BCAA) form
- Graphical Analysis
 - Creates graphs comparing Solutions 1 – 3
 - ROI, Payback Period, NPV



Project Initiation documents:

Project Charter

...is an agreement between all stakeholders:


- Project purpose, measures of success
- Management commitment, oversight in place
- Funding requirements, funding commitment
- Commitment of required resources
- Qualified project manager
- Project scope, schedule and budget baselines
- Captures approvals of:
 - IAOC, project sponsor
 - Secretariat Oversight Committee
 - CIO, Sec. Technology



Commonwealth Technology Portfolio

» Investor Scorecard Workbook Forms Dashboards To-Do

Form:  CPGA Project Charter

Item:  Automated Routing Solution – Hauling Permits

Form | Item | Clipboard | Collaborate | View | User | Setup | Help

GENERAL INFOR... POINTS OF CON... EXECUTIVE SUM... PROJECT PURP... PROJECT BUSIN... PROJECT DESCR... MAJOR MILEST... MEASURES OF...

Business Objectives

Using the objectives outlined in the Charter, list the objectives and any additional detail as necessary to clarify what results the project is intended to attain.

Commonwealth Strategic Plan – Critical Issues

Improved Service Delivery

Consolidated Operational Environments

Project Business Objectives

Provide customers with the ability to self-issue certain types of pre
Provide effective service and customer satisfaction
Serve customers as cost effectively as possible

Integrate and automate manual processes performed by VDOT and

Assumptions

Assumptions are statements taken for granted or accepted as true without proof. Assumptions are made in the absence of fact. List and describe the assumptions made for this project.

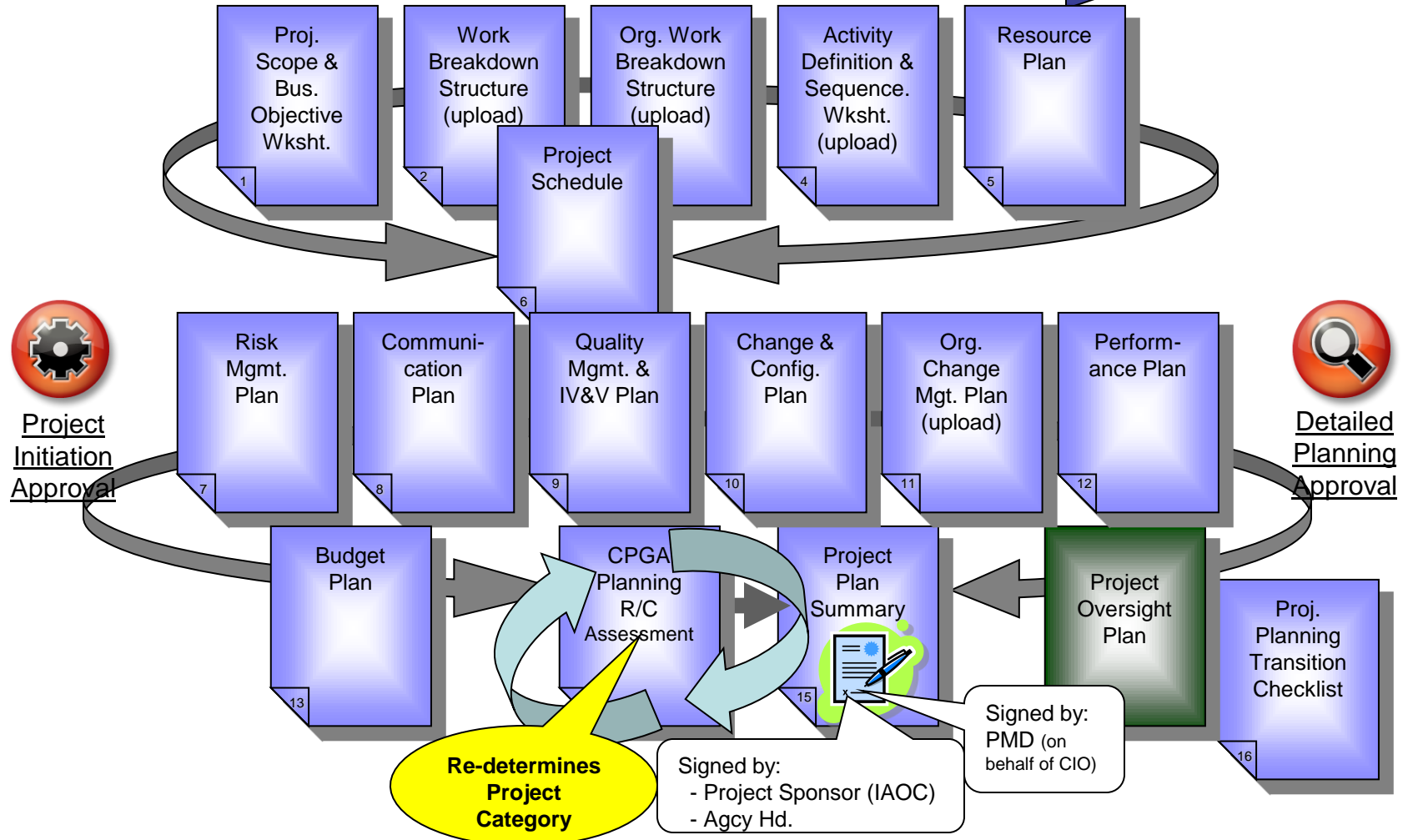
- * It is imperative that Virginia Department of Motor Vehicles (DMV) IT, Virginia Department of Transportation (VDOT) IT, and VITA partner throughout the final solution sharing resources from DMV and VDOT, the IT departments of each agency will need to have a voice in its design and implementation
 - Data will be required from the VDOT systems to build the models used by the routing system
 - VDOT Bridge Resources will need access to the interface to manage routing system models
 - DMV's VAHPS System will need access to the routing system and its models



Detailed Planning Phase Summary

- Takes the project from...
 - “Project Initiation Approval” to...
 - CIO-Approved Detailed Project Plan
 - Approved Baseline
- **Required documentation** is specified in the CPGA Category Comparison table
- Phase Deliverable:
 - CIO-Approved Detailed Project Plan
 - Plus all supporting project plan documents

Control: Detailed Planning





Detailed Planning: Differences by Project Category

Category >>>>	1	2	3	4
Project Scope & Business Objective Worksheet	Required	Required	Required	Required
Work Breakdown Structure	Required	Required	Required	Optional
Organization Work Breakdown Structure	Required	Required	Optional	Optional
Activity Definition & Sequencing Worksheet	Required	Optional	Optional	Optional
Resource Plan	Required	Required	Optional	Optional
Project Schedule	Required	Required	Required	Required
Risk Management Plan (incl. biennium risk costs)	Required	Required	Required	Optional



Detailed Planning: Differences by Project Category

(Cont'd.)

Category > > >	1	2	3	4
Communication Plan	Required	Required	Required	Optional
Quality Management & IV&V Plan	Required	Required	Required	Optional
Change & Configuration Management Plan	Required	Required	Required	Optional
Organizational Change Management Plan	Required	Required	Required	Optional
Performance Plan	Required	Required	Required	Optional
Budget Plan	Required	Required	Required	Required
Project Plan (Summary)	Required	Required	Required	Required
CPGA Planning Risk / Complexity Assessment	Required	Required	Required	Required



Detailed Planning: Differences by Project Category

(Cont'd.)

Category > > >	1	2	3	4
<i>Appointment of a Risk Manager (other than the Project Manager)</i>	Strongly Recommended	Strongly Recommended		
<i>PMD reviews and approves the Detailed Project Plan on behalf of the CIO.</i>	Required	Required	Required	
<i>Detailed Planning Approval - up to 10% additional chartered scope, schedule, budget; approved by -</i>	IAOC > Sponsor > AgcyHd. > PMD	IAOC > Sponsor > AgcyHd. > PMD	IAOC > Sponsor > AgcyHd. > PMD	Sponsor (20%)
Change Control Request required for scope, schedule, budget baseline -	> <u>10%</u> (or > 4 mo. if project =< 24 mo. duration)	> <u>10%</u> (or > 4 mo. if project =< 24 mo. duration)	> <u>10%</u> (or > 4 mo. if project =< 24 mo. duration)	> <u>20%</u> (or > 4 mo. if project =< 24 mo. duration)
Project Oversight Plan	Required	Required	Required	Required
Project Planning Transition Checklist	Optional	Optional	Optional	Optional



Documentation: Detailed Planning

- Detailed Project Planning requires the most hands-on involvement of Project Managers
- Axiom: The more thought and effort invested in project planning, the fewer unpleasant “surprises” you will encounter during the life of the project.



Detailed Planning Phase

- Processes >
 - ITIM Processes >
 - Role-Based Processes >
 - Project Manager Processes:
 - » 2.1. Initiate, Update and Submit – Detailed Project Plan
- Now, just read the “Processes” guide and follow the steps in order!
 - Remember the LIGHTBULB: “Knowledge Base” to give you topical help and form guidance.



Documentation: Planning Phase

- Project Scope and Business Objective Worksheet
- Upload:
 - Work Breakdown Structure
 - Organization Work Breakdown Structure
 - Activity Definition & Sequencing Worksheet
- Resource Plan
- Project Schedule
 - Upload Microsoft Project schedule
 - Enter in Major Milestones

Remember:

Item >

Document... >

Upload...

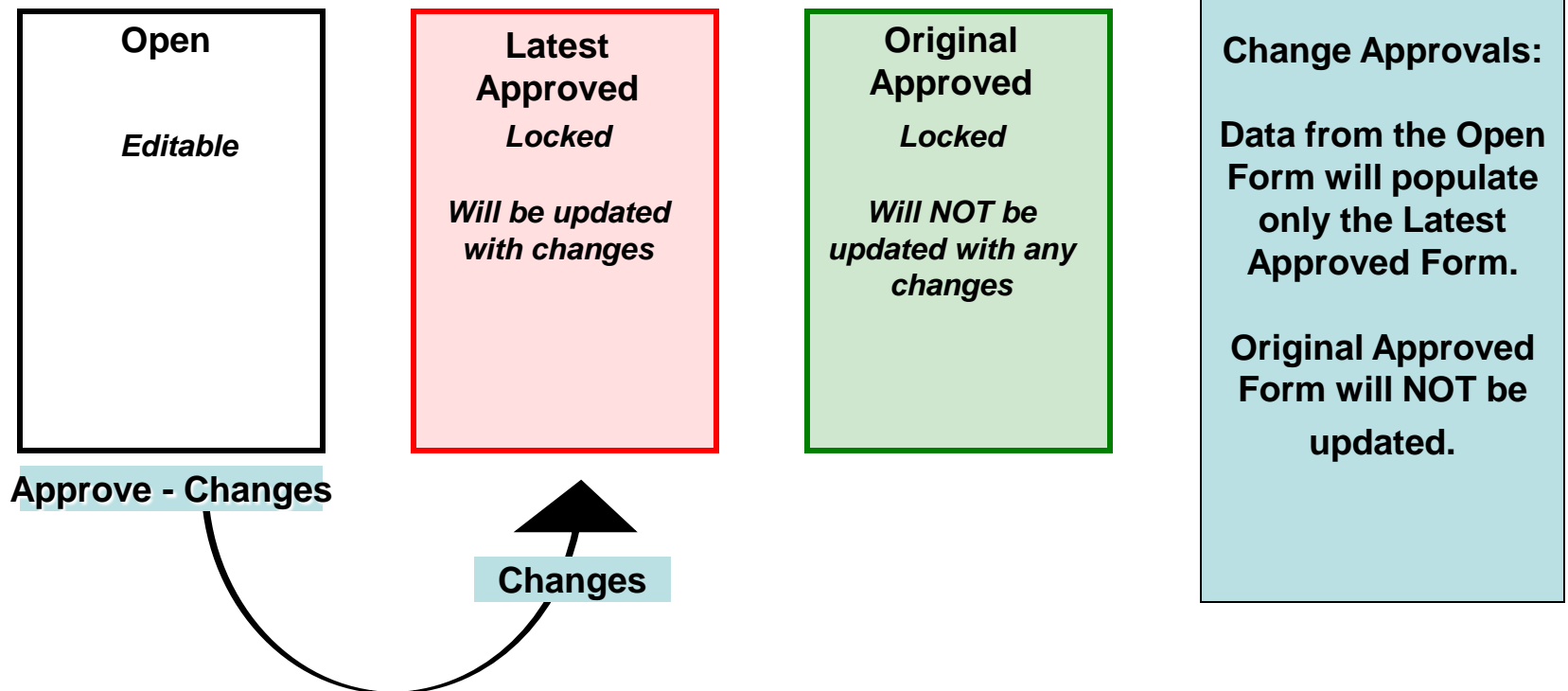


CTP Concept: Baseline Versions

- Original Approved
 - Project Charter Values
 - Cannot be changed
- Latest Approved (or Latest CIO-Approved)
 - Is locked upon CIO approval of detailed project plan
 - Can only be changed by PMD
 - IAOC can add to budget & schedule baseline up to 10%
 - Greater than 10% change requires Secretariat and CIO approval
 - (20% variance for Category 4 projects.)
- Open Version
 - “What if” worksheet; can be changed at will
 - Status Report measures against Last/Latest Approved baseline



Change Approval





Documentation: Planning Phase – Cont.

- Risk Management Plan
 - Used to determine contingency cost
- Communications Plan
 - Useful in detailing communications strategy
- Quality Management and IV&V Plan
 - Remember, refer to CPGA Category Comparison table to establish IV&V project requirements



Documentation: Planning Phase – Cont.

- Change and Configuration Management Plan
 - (Not “Organizational Change Management”)
- Performance Plan
 - Measures of Success values will carry forward / backward from Project Charter, Project Plan Summary and Project Status Report
- Budget Plan
 - Quarterly Spend Plan = tactical & ‘what if’ budgeting
 - Yearly Spend Plan is a good example of the three baseline versions



Documentation: Planning Phase – Cont.

- CPGA Project Plan (Summary)
 - Mostly a 'view' of information you entered into CTP elsewhere
 - with a few exceptions
 - Manually enter: Critical Path Milestones
 - Hint: Run 'Critical Path' report in MS Project & filter Milestones
 - Manually enter: Top Ten Risks
- Project Plan Approvals
 - Capture approvals in this tab
 - IAOC (Form > Export... email... upload reply)
 - CIO (PMD)



Detailed project planning:

CPGA Project Plan

...lays out the detailed map to achieve the project deliverables:


- Project description, Measures of Success
- Schedule: critical path
- Budget plan
- Risk management
- Quality management and IV&V plan
- Project scope, schedule and budget baselines
- Captures approvals of:
 - IAOC, project sponsor
 - CIO




Commonwealth Technology Portfolio

[Setup](#)

[Investor](#) [Scorecard](#) [Workbook](#) **[Forms](#)** [Dashboards](#) [To-Do](#)

Form:  CPGA Project Plan

Item:  Automated Routing Solution – Hauling Permits

[Data](#)

[Form](#) | [Item](#) | [Clipboard](#) | [Collaborate](#) | [View](#) | [User](#) | [Setup](#) | [Help](#)

[GENERAL INFORM...](#)[CONTACTS](#)[SUMMARY A](#)[SUMMARY B](#)[MEASURES OF SUC...](#)[CRITICAL PATH](#)[BUDGET PLAN SU...](#)[PROCUREMENT](#)

Note

Measures of Success - LA

This form tab contains the LATEST APPROVED Project Baseline information. To update the information, use the Change Control Request > 10% form and submit for approval.

Performance Plan Summary

Provides a summary of the Performance Measures. List the Project Objectives, Performance Goal for each objective, and briefly describe the Methodology for how the Performance Goal is measured

Objective (1):

Provide the customers the ability to self-issue certain types of hauling permits.

Performance Goal:

After implementation, customers will be able to self-issue permits. For those that cannot be self issued the turnaround time will be improved. It is expected that 75% of all hauling permits will be issued in one day or less.

Methodology:

Through system user acceptance testing and statistical reporting through the automated system will prove the success of the issued permits.

Objective (2):

Provide effective service and customer satisfaction

Performance Goal:

Issue 75% of all hauling permits in 1 day or less, and reduce the average number of days it takes to issue Superload permits from 10 days to 3.



Execution & Control Phase Summary

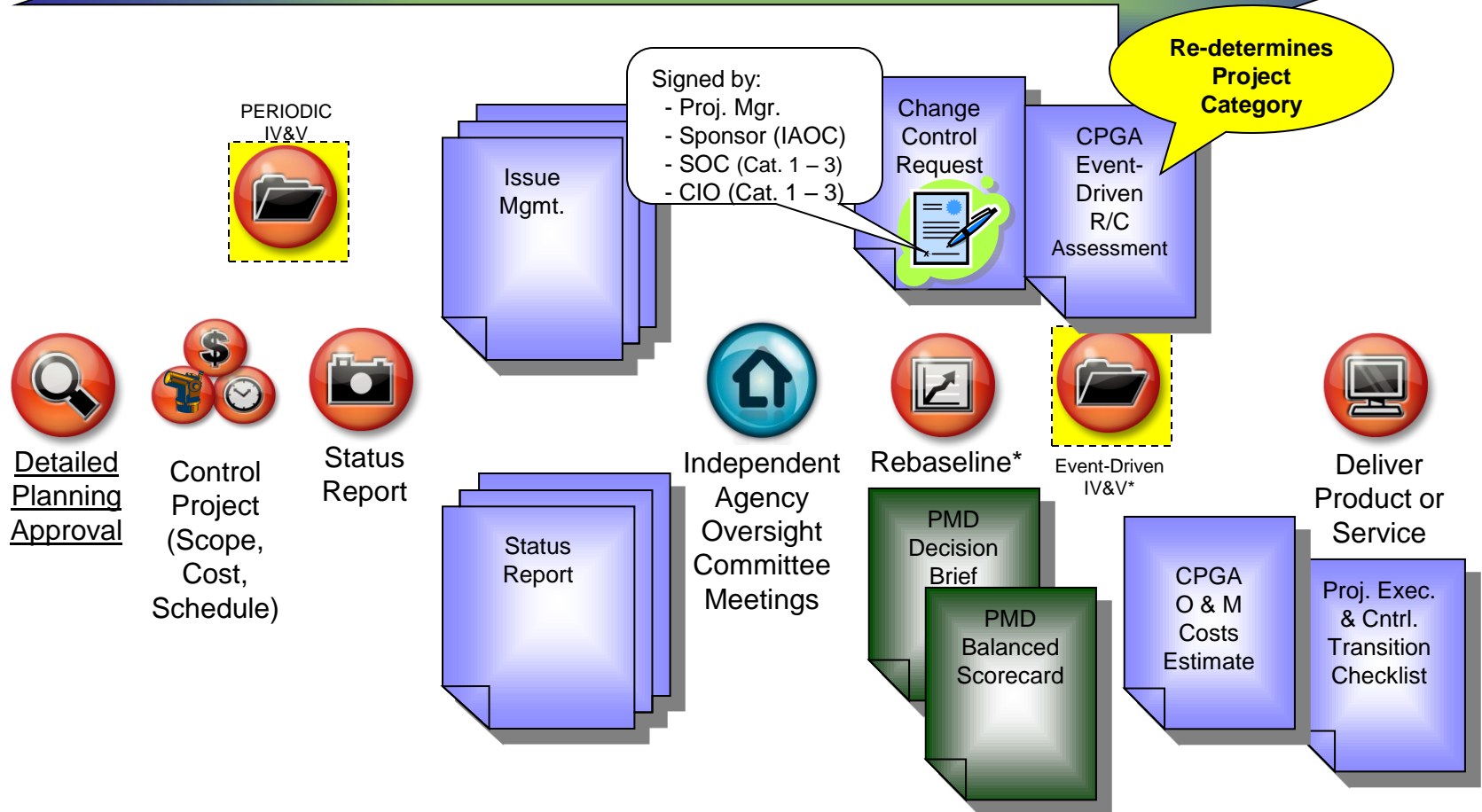
- Takes the project from...
 - CIO-Approved Detailed Project Plan
 - (Approved Baseline) to...
 - Implementation Rollout
- **Required documentation** prescribed by CPGA Risk/Complexity Assessment
- Phase Deliverables:
 - Status reports
 - Rebaseline documentation as needed



Execution & Control Phase

- Project Execution & Control is an exciting phase in the project lifecycle.
 - Deliverables are.... Delivered.
 - Progress is measured and reported against the approved project plan.
 - Issues arise and are managed.
 - Risks evolve and are addressed.
 - The project is carefully controlled.
 - This phase also requires plenty of hands-on involvement of Project Managers.

Control: Execute & Control



* Rebaseline if necessary; Event-Driven IV&V as directed by the SOC or CIO.



Execute & Control: Differences by Project Category

Category > > >	1	2	3	4
<i>IAOC Project meetings</i>	Monthly, incl. PMD	Monthly, incl. PMD	Quarterly, incl. PMD	None; Agcy PM Team
<i>In-progress IV&V, scheduled to coincide with the completion of each project phase</i>	1 IV&V in first 6 mo.; then annual IV&V if project > 12 mo. duration	1 IV&V in first 6 mo.; then annual IV&V if project > 12 mo. duration	1 IV&V in first 6 mo.; then annual IV&V if project > 12 mo. duration	None
Issue Log	Monthly upload	Monthly upload	Upload w/ Status Report	Upload w/ Status Report
Status Report	Monthly	Monthly	Start, and Quarterly	Start, and each January and July
<i>Status Report Assessment / Input / Review / Approval</i>	PM > AgcyHd > SOC > PMD > CIO (Qtrly: SoTech)	PM > AgcyHd > SOC > PMD > CIO (Qtrly: SoTech)	PM > AgcyHd > SOC > PMD > CIO (Qtrly: SoTech)	PM > AgcyHd > SOC > PMD > CIO (Qtrly: SoTech)



Execute & Control: Differences by Project Category

(Cont'd.)

Category > > >	1	2	3	4
"Nominal" Change Control Request cumulative threshold; (baseline changes approved by IAOC & Sponsor only)	<u>10%</u> (or 4 mo. if project =< 24 mo. duration)	<u>10%</u> (or 4 mo. if project =< 24 mo. duration)	<u>10%</u> (or 4 mo. if project =< 24 mo. duration)	<u>20%</u> (or 4 mo. if project =< 24 mo. duration)
<i>"Nominal" Change Control Request approvals</i>	IAOC > Sponsor > AgcyHd	IAOC > Sponsor > AgcyHd	IAOC > Sponsor > AgcyHd	Sponsor
"Significant" Change Control Request required for scope, schedule, budget baseline -	> 10%	> 10%	> 10%	> 20%
<i>"Significant" Change Control Request approvals</i>	IAOC > SOC > CIO	IAOC > SOC > CIO	IAOC > SOC > CIO	Sponsor > AgcyHd



Execute & Control: Differences by Project Category

(Cont'd.)

Category > > >	1	2	3	4
Balanced Scorecard for Change Control Request	Required	Required	Required	
<i>IV&V Review due to Baseline change request above threshold</i>	SOC or CIO may direct	SOC or CIO may direct	SOC or CIO may direct	Optional
CPGA Event-Driven (ED) Risk / Complexity Assessment above "Significant" threshold	Required	Required	Required	Required
CPGA O&M Costs Estimate	Required; IAOC, Sponsor & PMD review	Required; IAOC, Sponsor & PMD review	Required; IAOC, Sponsor & PMD review	Required; IAOC, Sponsor & PMD review
Project Execution & Control Transition Checklist	Optional	Optional	Optional	Optional



Execution & Control Phase

- Processes >
 - ITIM Processes >
 - Role-Based Processes >
 - Project Manager Processes:
 - » 3.1. Initiate, Update and Submit – Project Status Report
 - » 3.2. Initiate, Update and Submit – Issue Management Log
 - » 3.4. Initiate, Update and Submit – > CPGA Change Control Request
 - » 3.5. Initiate, Update and Submit – Project Execution and Control Transition Checklist
- Now, just read the “Processes” guide and follow the steps in order!
 - Remember the LIGHTBULB: “Knowledge Base” to give you topical help and form guidance.



Project Status Reporting

- Developed and submitted monthly through CTP.
- Establishes a consistent, common framework for agency, Secretariats, CIO, and Sec. Tech. to update project activity, monitor progress, and assess risks.
- Enhances ability to respond to project changes in a timely manner.
- Increases accountability.
- Improves project management capabilities.
- Provides data for public view on project status report.



Monthly Project Status Report

- Project Status Report due dates:
 - Project Status forms are prepared at the beginning of each month, based on the previous month's activity. By the:
 - 6th business day:
 - The PM drafts the monthly version of the form.
 - 9th business day:
 - The agency sponsor approves the form.
 - 12th business day:
 - The proponent Secretary evaluates the approved status form.
 - 15th business day:
 - PMD conducts review of Project Status Reports.
 - 18th business day:
 - CIO evaluates Project Status Reports.
 - End of the month:
 - Snapshot of the project status is captured.



Documentation: Project Status Report

- Project Status Report – Step 1:
 - Update Project Plan as necessary; Are there any changed baselines?
 - Review/Update Project Plan Information – ‘Open’ version
 - Project Schedule
 - Adjust Milestone dates as necessary
 - Initiate Change Control Request process as necessary
 - Budget Plan
 - Adjust Budget as necessary
 - Initiate Change Control Request process as necessary
 - Risk Management Plan
 - Update top five risks
 - Performance Plan
 - Adjust Measures of Success as necessary
 - Initiate Change Control Request process as necessary



Documentation: Project Status Report

- Project Status Report – Step 2:
Complete the Project Status Report
 - Summary Tab: Key Status Indicators (KSI's)
On Track / Warning / Problem
 - Project Background Tab:
 - Update Approval Information as needed
 - Planned & Actual Costs Tab:
 - Enter Costs to Date
 - Baseline & Milestones Tab:
 - Enter Total (entire project) Percent Complete
 - Enter Milestone Actual Start, Completion & Percent Complete
 - Risk Assessment Tab:
 - Detail the changes, and update the Risk review date
 - Change Control Description Tab:
 - If Latest Approved baselines have changed since the last reporting period, briefly describe the reason and impact.



Documentation: Project Status Report

- Project Status Report – Step 3:
 - Submit Project Status Report
 - Approval/Submission fields are on the Project Status Report - Summary Tab (at the bottom of the page)
 - Update approval/submit date field with the latest date.
 - Use CTP e-mail to request Agency Head approval
 - **Oops!** I messed up: Can I have a do-over?
 - Yes
 - The system saves the latest information on that day
 - However,
 - You cannot back-date project metrics



Form: Project Status

Item: Automated Routing Solution – Hauling Permits

Trend Graph Period:

Form | Item | Collaborate | View | User | Setup | Help

Submit Reset abc Spe

SUMMARY

PROJECT BACK...

MEASURES OF S...

PLANNED & AC...

BASELINE & MI...

SCOPE

RISK ASSESSME...

CHANGE CONTR...

REVIEW/A

Project Information

Working Title: Automated Routing Solution – Hauling Permits

Item Classification: Major

Proponent Agency: 154 Department of Motor Vehicles

Proponent Secretary: 186 Secretary of Transportation

Category: Approved for Development (active)

Planned Start Date: 6/15/2007

Planned Completion Date: 11/14/2008

Budget at Completion (BAC): 1,467,395.00

Project Manager: ITS Project Manager / Regina Mann / DMV

Project Manager Phone: 804-367-6125

Project Manager Email: regina.mann@dmv.virginia.gov



Documentation: Issue Management

- Issue Management in CTP
 - Used mainly for archiving
 - PMD recommends you use your own spreadsheet for dynamic issue management
 - Upload a dated issue log monthly (use upload tab)
- Issue Management Log (tab)
 - Optional use
 - Enables use of Issue Management Scorecard
- Issue Management Scorecard
 - Optional use
 - Use only if Issue Management Log is maintained



Focus On:

CPGA Operations & Maintenance Costs Estimate

- 3 months prior to the scheduled completion of the Execution & Control phase...
- The PM shall document planning for the system operation & maintenance in the CPGA O&M Costs Estimate form
- The PM will coordinate with the agency **financial, information technology** and **operational** agency managers to ensure that they are prepared to support the system from a **budgetary, staffing, technology** and **operational** perspective.
- The PM may be required to assist with the preparation of a Budget Decision Package or Strategic Planning documents to describe funding, staffing or other resources to support the system.
- The PM will review this plan with the IAOC and Project Sponsor, and notify PMD for review/comment.



Documentation: Change Control > 10%

- Cumulative baseline changes that exceed 10% (Cat. 4: 20%)
 - Must be approved by the IAOC and
 - Must be approved by the Secretariat Oversight Committee and
 - Submitted to PMD for recommendation to
 - CIO
- Draft a CPGA Change Control Request form
- Approvals are captured in CTP form
 - Email or export form to approval party
 - PMD will enter approval information upon receipt
- PMD will key in new scope, schedule & budget baselines.
 - New baselines (Open version) will become “Latest Approved” baselines.
 - Contact your PMD Project Management Analyst for assistance.



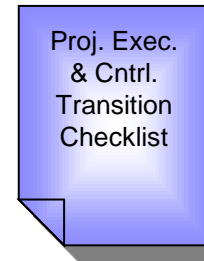
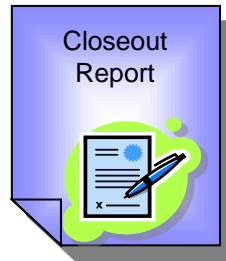
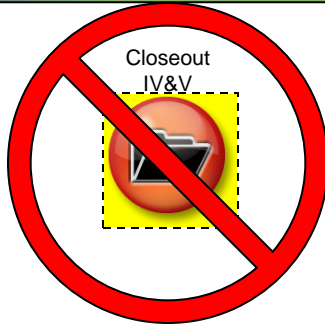
Closeout Phase Summary

- Takes the project from...
 - Implementation Rollout to...
 - Completion of the Closeout Report
- **Required documentation** is identical for all CPGA categories
- Phase Deliverables:
 - Project Closeout Report
 - Document Lessons Learned
 - Schedule Post-Implementation Review

Control: Closeout



Product or
Service
Delivered



Closeout
Report

Category >>>>	1	2	3	4
Project Closeout Report	Required	Required	Required	Required
Project Closeout Transition Checklist	Optional	Optional	Optional	Optional
<i>Review/Approval of Closeout Report</i>	IAOC > Sponsor > AgcyHd > PMD > CIO > SoTech	IAOC > Sponsor > AgcyHd > PMD > CIO	IAOC > Sponsor > AgcyHd > PMD > CIO	PM > Sponsor > AgcyHd > PMD > CIO



Closeout Phase

- Processes >
 - ITIM Processes >
 - Role-Based Processes >
 - Project Manager Processes:
 - » 4.1. Updating and Submitting - Project Closeout Report
 - » 4.2. Update Lessons Learned on PMDP Website
 - » 4.3. Archive Project Documentation
 - » 4.4. Complete Project Closeout Transition Checklist
- Now, just read the “Processes” guide and follow the steps in order!
 - Remember the LIGHTBULB: “Knowledge Base” to give you topical help and form guidance.



Documentation: Project Closeout Report

- Documents project deliverables
- Gives final report on baselines vs. actuals
 - Variances and explanations
 - Scope
 - Schedule
 - Budget
 - Operations & Maintenance
- Links to PMD Best Practices & Lessons Learned website
 - Link within CTP form
- Document Schedule for Post-Implementation Review (PIR)
- Captures mandatory Sponsor/Oversight/CIO approvals.



Documentation: Evaluation Phase

- PMs normally do not do this phase.
- However, the Project Sponsor is responsible for the PIR, and you might be involved in this.
- As always, follow the directions in “Processes”
- Evaluation phase consists of conducting Post-Implementation Review, (PIR) and uploading results into CTP.



PIR - Post
Implementation
Review

Category >>>>	1	2	3	4
Post Implementation Review	Required	Required	Required	Required



Post-Implementation review:

Post-Implementation review

...the agency analyzes the value obtained by implementing the IT project...

- Conducted by the agency 6-12 months after project closeout
- Seeks to quantify the tangible benefits, based on chartered business objectives
- Seeks to verify intangible benefits
- Findings, lessons learned shared with business sponsor



More Information

- “Processes” – read it!
- LIGHTBULB (Knowledge Base)
- HELP – Generic CTP help (navigation, etc.)
- Today’s Handouts
- Contact your Project Management Consultant
- Online sources – PMD starting a CTP FAQ
- Peers – let’s talk!

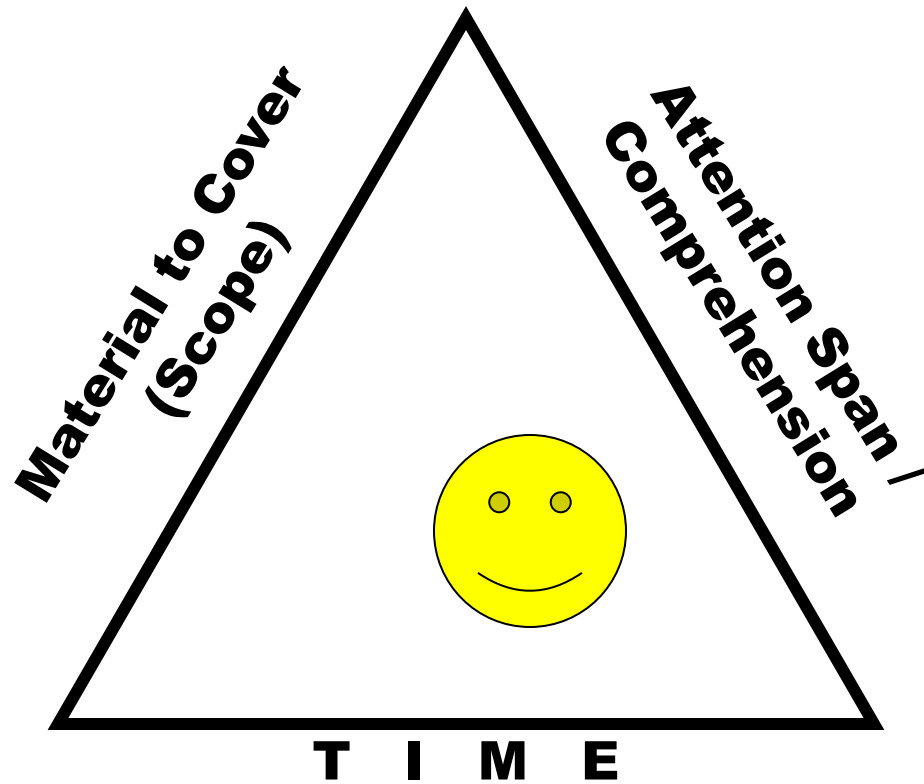


In Conclusion...

- “Big Picture:” = “Just Right” amount of Governance & Oversight
- CTP forms: same look & feel throughout
- Increased analysis and justification in Project Initiation phase
- We **WANT** your project to be:
 - WELL-GROUNDED
 - WELL MANAGED
 - SUCCESSFUL!

--- Maximize IT Value to the Commonwealth ---

patrick.reynolds@vita.virginia.gov





Virginia Information Technologies Agency



Questions and Answers